

City Council Introduction: **Monday**, May 24, 2004
Public Hearing: **Monday**, June 7, 2004, at **1:30 p.m.**

Bill No. 04R-118

FACTSHEET

TITLE: A Resolution adopting the proposed **FY 2004 ACTION PLAN: ONE-YEAR USE OF FUNDS FOR HUD ENTITLEMENT PROGRAMS**, requested by the Director of Urban Development.

STAFF RECOMMENDATION: A finding of conformance with the 2025 Lincoln-Lancaster County Comprehensive Plan.

SPONSOR: Planning Department

BOARD/COMMITTEE: Planning Commission
Public Hearing: 05/12/04
Administrative Action: 05/12/04

RECOMMENDATION: A finding of conformance with the 2025 Lincoln-Lancaster County Comprehensive Plan (9-0: Krieser, Pearson, Carlson, Sunderman, Carroll, Taylor, Larson, Marvin and Bills-Strand voting 'yes').

FINDINGS OF FACT:

1. The proposed **Action Plan** is found on p.11-51.
2. The staff recommendation to find the proposed **FY 2004 Action Plan: One-Year Use of Funds for HUD Entitlement Programs** to be in conformance with the 2025 Lincoln-Lancaster County Comprehensive Plan is based upon the "Analysis" as set forth on p.5, concluding that the proposed **Action Plan** conforms to the goals of the Comprehensive Plan. The Comprehensive Plan identifies a number of implementation strategies that support the finding that the **Action Plan** is in conformance with the Comprehensive Plan.
3. This application was removed from the Consent Agenda of the Planning Commission on May 12, 2004, at the request of Commissioner Marvin.
4. The questions posed by Commissioner Marvin and the responses by Urban Development are found on p.7-8.
4. There was no testimony in opposition.
5. On May 12, 2004, the Planning Commission agreed with the staff recommendation and voted 9-0 to find the proposed **2004 Action Plan** to be in conformance with the Comprehensive Plan.

FACTSHEET PREPARED BY: Jean L. Walker

DATE: May 17, 2004

REVIEWED BY: _____

DATE: May 17, 2004

REFERENCE NUMBER: FS\CC\2004\CPC.04001-Action Plan

LINCOLN CITY/LANCASTER COUNTY PLANNING STAFF REPORT

for May 12, 2004 PLANNING COMMISSION MEETING

P.A.S.: Comprehensive Plan Conformity #04001
FY 2004 Action Plan: One - Year Use of Funds for HUD Entitlement Programs

PROPOSAL: The Director of the Urban Development Department has requested a review of the FY 2004 Action Plan: One - Year Use of Funds for HUD Entitlement Programs for conformance with the Comprehensive Plan.

CONCLUSION: The *Action Plan* proposal conforms to the goals of the Comprehensive Plan. The Comprehensive Plan identifies a number of implementation strategies that support the finding that the *Action Plan* is in conformance with the Comprehensive Plan.

<u>RECOMMENDATION:</u>	In conformance with the Comprehensive Plan.
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GENERAL INFORMATION:

PURPOSE: The Planning Commission is required to review the proposed plan for conformity with the Comprehensive Plan. Copies of the plan are available on file at the Urban Development and Planning Department.

COMPREHENSIVE PLAN SPECIFICATIONS: The following goals, principles and strategies of the Comprehensive Plan are addressed by the programs and activities in the *Action Plan*.

"Issues relating to an aging population will increase in importance as more and more individuals reach the age of 65 and above. Over the next twenty five years, this segment of the community will similarly grow in number and as a percent of the overall population base. This will place greater emphasis on the unique transportation, housing, economic, and recreational needs of this expanding demo-graphic segment." (page F 6)

"Housing Opportunities — Housing diversity should be accommodated in a variety of locations throughout the community. A range of affordable housing types should be identified, with opportunities ranging from urban lofts, flats, townhouses, and condominiums in the urban core to residential acreages in rural parts of the County. A variety of income ranges should also be accommodated." (page F 11)

"Small Business — Our economic development team should always be cognizant of the role small business plays in our community. Recruitment and promotion of our community must include the role of businesses with 50 or fewer employees. We need to foster new, and maintain existing small businesses." (page F 11)

"The City of Lincoln and Lancaster County promote and foster appropriate, balanced, and focused future economic growth that maintains the quality of life features the community values and seeks to protect. The City and County will actively pursue economic development with an emphasis on household sustaining jobs." (page F 12)

"The City and County will foster responsible land use and development through the timely provision of infrastructure and transportation system improvements, while at the same time maintaining the environmental values and stewardship they wish to sustain." (page F 12)

"The community will strive to provide future employment areas that meet the needs of existing businesses and identify emerging industry clusters." (page F 11)

"Existing businesses flourish and there are opportunities for new businesses within Lincoln and the incorporated communities. The Plan provides new employment locations and supports retention of existing businesses." (page F 16)

"Preservation and renewal of historic buildings, districts, and landscapes is encouraged. Development and redevelopment should respect historical patterns, precedents, and boundaries in towns, cities and existing neighborhoods." (page F 17)

"Home ownership is the foundation upon which successful neighborhoods and communities are built. Citizens should be able to afford to buy a safe and decent home. The plan should recognize the impact of policies and programs on community housing costs." (page F 18)

"Affordable housing should be distributed throughout the region to be near job opportunities and to provide housing choices within every neighborhood." (page F 18)

"Encourage different housing types and choices, including affordable housing, throughout each neighborhood for an increasingly diverse population." (page F 18)

"Encourage mixed-use redevelopment, adaptive reuse, and in-fill development including residential, commercial and retail uses. These uses may develop along transit routes and provide residential opportunities for persons who do not want to or cannot drive an automobile. Promote residential development, economic development and employment opportunities throughout the City." (page F 18)

"Support development and implementation of the Antelope Valley project which is to provide neighborhood revitalization, transportation and transit opportunities and stormwater improvements on the east side of Downtown, the UNL campus and surrounding neighborhoods." (page F 48-49)

"Encourage renovation and reuse of existing commercial centers. Infill commercial development should be compatible with the character of the area and pedestrian oriented." (page F 49)

"The priority in older areas should be on retaining areas for residential development." (page F 49)

"Maintain and encourage ethnic commercial establishments that are convenient to existing neighborhoods." (page F 49)

"Lancaster County boasts a diverse set of environmental resources and landscape types that should be respected and maintained." (page F 51)

"Environmental resources reside within a broad range of settings that should be considered as policy and development decisions are made." (page F 51)

"Affordable housing should be distributed throughout the region to be near job opportunities and to provide housing choices within every neighborhood. Preserve existing affordable housing and promote the creation of new affordable housing throughout the community." (page F 65)

“One of Lincoln’s most valuable community assets is the supply of good, safe, and decent single family homes that are available at very affordable costs when compared to many other communities across the country. Preservation of these homes for use by future generations will protect residential neighborhoods and allow for many households to attain the dream of home ownership.” (page F 65)

“Provide different housing types and choices, including affordable housing, throughout each neighborhood for an increasingly diverse population.” (page F 66)

“Create housing opportunities for residents with special needs throughout the city that are compatible with residential neighborhoods.” (page F 66)

“Promote the preservation, maintenance and renovation of existing housing and neighborhoods throughout the city, with special emphasis on low and moderate income neighborhoods. Maintain and enhance infrastructure and services in existing neighborhoods.” (page F 68)

“Preserve, protect, and promote city and county historic resources. Preserve, protect and promote the character and unique features of rural and urban neighborhoods, including their historical and architectural elements.” (page F 68)

“Promote the continued use of single-family dwellings and all types of buildings, to preserve the character of neighborhoods and to preserve portions of our past.” (page F 68)

“Single family homes, in particular, add opportunities for owner-occupants in older neighborhoods and should be preserved. The rich stock of existing, smaller homes found throughout established areas, provide an essential opportunity for many first-time home buyers.” (page F 72)

“Plan for sufficient and varied choices for the location of elderly housing. Encourage elderly housing to locate in areas designated for mixed-uses where the elderly housing would serve as a transitional use to less intensive residential development.” (page F 72)

“Encourage public/private partnerships with housing entities including Lincoln Housing Authority, Nebraska Housing Resource, and Neighborhoods, Inc.” (page F 72)

“Support policies that encourage affordable housing in all areas.” (page F 72)

“Implement the housing and neighborhood strategies as embodied in the City of Lincoln Consolidated and Annual Action Plans and subsequent housing and neighborhood plans. These plans provide the core for affordable housing and neighborhood preservation actions for public and private agencies.” (page F 73)

“Encourage reconversion of single family structures to less intensive (single family use) and/or more productive uses.” (page F 73)

“Modify design standards and code requirements that impede affordable housing development, while remaining consistent with the character of the existing neighborhood.” (page 73)

“Structure incentives to preserve the existing housing stock.” (page 73)

“By exercising stewardship of city and county historic resources, support the community’s distinctive character and desirable quality of life for current residents and for future generations.” (page 141)

“Seek incentives and regulatory support for the rehabilitation of existing buildings in order to make it more feasible to rehabilitate and continue to use older buildings.” (page 142)

“Support and participate in neighborhood, community, and statewide groups interested in historic preservation.” (page 142)

“Subarea Planning – The Comprehensive Plan provides broad guidance for achieving the community’s stated Vision. Putting details to the Plan takes additional effort. One means of doing this is through the preparation of subarea plans. Subarea plans from the previous (1994) Comprehensive Plan carried over as part of this Comprehensive Plan include:

- Consolidated Plan for HUD Entitlement Programs; FY 2000 Urban Development” (page F 156)

ANALYSIS:

1. The *Consolidated Plan FY2000-FY2004 for HUD Entitlement Programs* was approved in June, 2000.
2. The one year *Action Plan* details the activities the City will undertake in the next fiscal year to address housing and community development needs and objectives with federal funding received from the Community Development Block Grant (CDBG), HOME Investments Partnership Act (HOME), Emergency Shelter Grant (ESG) and the American Dream Downpayment Initiative (ADDI) programs.
3. The annual *Action Plan* includes information on other programs and resources that help to meet the City’s housing and community development needs, such as HUD’s Section 8, Public Housing Comprehensive Grant, Supportive Housing (SHP) programs, and Nebraska’s Homeless Shelter Assistance Trust Fund (HSATF), Affordable Housing Trust Fund (AHTF) and Nebraska Investment Finance Authority (NIFA) programs.
4. In FY 2004, the City will receive the following federal entitlement grants for the program listed in the Action Plan:
 - \$ 2,131,000 in CDBG
 - \$ 1,264,000 in HOME
 - \$ 79,706 in ESG
 - \$ 104,653 in ADDI
5. The *Consolidated Plan* is designed to meet the three major statutory goals of the U.S. Department of Housing and Urban Development (HUD) . The HUD goals are to 1) provide decent housing; 2) provide a suitable living environment, and; 3) expand economic opportunities.
6. The programs designed to provide decent housing include assisting homeless persons with emergency shelter, preserving and retaining existing housing stock, providing affordable housing, and providing supportive housing to persons with special needs.
7. The programs addressing a suitable living environment include those that improve the safety and livability of neighborhoods; increase access to quality facilities and services; reduce the

isolation of income groups in areas; revitalize deteriorating neighborhoods; restore and preserve natural and physical features of special value; and conserve energy resources.

8. Programs to expand economic opportunities include those that create jobs accessible to low and very low income persons; provide access to credit; provide low income persons with improved job skills; help empower low income persons to achieve self sufficiency; provide supportive housing to enable families to work toward self sufficiency.

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Planner

DATE: April 21, 2004

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**COMPREHENSIVE PLAN CONFORMANCE NO. 04001,
“FY 2004 ACTION PLAN: ONE YEAR USE OF FUNDS FOR
HOUSING AND URBAN DEVELOPMENT (HUD) ENTITLEMENT
PROGRAMS.”**

PUBLIC HEARING BEFORE PLANNING COMMISSION:

May 12, 2004

Members present: Krieser, Pearson, Carlson, Sunderman, Carroll, Taylor, Larson, Marvin and Bills-Strand.

Staff Recommendation: A finding of conformance with the Comprehensive Plan.

Ex Parte Communications: Marvin indicated that he had posed some questions to Urban Development, which he will also ask today.

This application was removed from the Consent Agenda at the request of Commissioner Marvin.

Marvin referred to the “*Proposed Program Area Budget and Leveraged Resources*” table where it lists “Neighborhood Revitalization (i.e., targeted public and infrastructure improvements” leveraged resources at \$39,966,600. What is the purpose and derivation of those funds? Wynn Hjermstad of Urban Development explained that almost all of that is private. The purpose is to explain to the community how we are going to spend the federal dollars that the city receives. The majority of the high dollar projects are leveraged in downtown redevelopment. The local source of funds is TIF, but HUD wants us to show all of the funding and our estimate of what kind it is and how much.

Marvin then referred to page II-1, “*Performance Measurement Systems*” and asked staff to explain some of the new performance measures. Hjermstad stated, “we’re not there yet”. In the next fiscal year, that is one of the things that Urban Development will be doing because HUD is making it a requirement. Primarily, Urban Development has focused on “outputs” where goals and strategies are identified for rehabilitation of houses or replacement of sidewalks, alleys, etc. HUD now wants them to look at outputs and “outcomes”. Outcomes involve the impact on the rest of the neighborhood. Beginning September 1st, Urban Development will be developing a system to measure outcomes in their new consolidated plan process.

Marvin referred to page III-3 and asked for an explanation of the home buying training program. Steve Werthmann of Urban Development stated that the home buyer training is only a portion of what the operational budget supports. The staff of Neighborhoods, Inc. also administers the First Home Program. The money is used for downpayment assistance and for rehab. Home Buyer Training is also used by the staff to work with approximately 60 buyers of those homes. Those are the 60 buyers that come out of that 180 that are trained. The operational support is used for several other programs. The

Troubled Property Program on page III-5 is the same thing where we show how much money is spent on acquisition and rehab, but that is also administered by Neighborhoods, Inc. and included in the operational budget.

Marvin referred to the bottom of page III-5 which talks about a goal of nine units for Habitat for Humanity. How is this achieved? Werthmann explained that the amount of money listed is just all the possible funding sources for a project in which Habitat would be involved. \$100,000 is the amount allotted for purchasing the lots. Habitat has had difficulties acquiring lots in the past, but thanks to the assistance from a lot of the departments and special agencies, and especially Steve Henrichsen, because he has made special effort to help Habitat locate vacant lots. They have found 600 potential vacant lots that are available in town and they hope to find a few lots that can be used. Five of the nine units will be supplied by Urban Development through the surplus process.

Marvin then referred to page V-2 which lists a budget of \$250,000 for Lincoln Partnership for Economic Development (LPED). In terms of reassessing outcomes, Marvin wondered whether this is an area that would be covered. Hjermstad noted that early on in the action plan, it explains that when looking at community development, HUD requires that they look at it city-wide and include what Urban Development and other city departments and agencies and the private sector will do. Urban Development is not involved in the direct funding of LPED. Since those are other city funds, it would not fall under that same evaluation system.

There was no other public testimony.

ADMINISTRATIVE ACTION BY PLANNING COMMISSION:

May 12, 2004

Carlson moved to find the proposed Action Plan to be in conformance with the Comprehensive Plan, seconded by Carroll.

Marvin believes this is very important. There are some housing shortages. Reorienting the program to go to a standard to better address outcome is good.

Bills-Strand commented that Urban Development does a lot to work closely with a lot of entities in the community to make things happen.

Motion carried 9-0: Krieser, Pearson, Carlson, Sunderman, Carroll, Taylor, Larson, Marvin and Bills-Strand voting 'yes'. This is a recommendation to the City Council.



CITY OF LINCOLN NEBRASKA

MAYOR COLEEN J. SENG

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TO: Planning Commission Members and Staff

FROM: Marc Wullschlegel, Director MW

DATE: April 8, 2004

RE: 2004 Annual Action Plan Submitted for Planning Commission Review

Attached please find a copy of the Urban Development Department's *FY 2004 Action Plan: One Year Use of Funds*.

The purpose of the *FY 2004 Action Plan* is to outline the City's strategies to address priority needs and local objectives in the following areas: housing, homeless (Continuum of Care), economic development, neighborhood revitalization, Community Services and Facilities and overall planning and capacity building. In developing this Plan, the City is required to address three statutory goals: 1) to provide decent housing, 2) to provide a suitable living environment, and 3) to expand economic opportunities. The Plan lists the programs and activities that will be undertaken by the City from September 1, 2004 to August 31, 2005 to further the five-year strategies contained in the *FY 2000 - 2004 Consolidated Plan*. The *Action Plan* identifies the activities that will be undertaken with Community Development Block Grant (CDBG), the HOME Investment Partnerships (HOME), the Emergency Shelter Grant (ESG), and the American Dream Downpayment Initiative (ADDI) funds and constitutes the City's application for these funds.

In FY 2004, the City will receive the following federal entitlement grants for the programs listed in the *Action Plan*:

- \$2,131,000 in CDBG (a \$48,000 reduction)
- \$1,264,000 in HOME (an \$852 decrease)
- \$ 79,706 in ESG (a \$4,706 increase)
- \$ 104,653 in ADDI (a new program, with the first funding received in FY 2003 for \$88,687)

Additionally, the City will support activities through an estimated program income of \$725,000 from CDBG-funded programs and \$200,000 in program income from HOME-funded programs. Funds are also carried over from prior years, and dedicated toward specific programs. With these federal dollars and program income the Department is able to leverage funds from a variety of public and



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private sources. The following table shows the funding each Urban Development Department program area will receive.

Proposed Program Area Budget and Leveraged Resources

PROGRAMMIC AREA	FY 2004 Budget	% of Total	Leveraged Resources
Housing (i.e., rental & owner rehabilitation, home ownership assistance)	\$4,888,609	71%	\$7,585,000
Continuum of Care (i.e., assistance to homeless shelters/programs)	\$104,706	1%	To Be Determined
Economic Development	\$1,011,830	15%	\$2,817,829
Neighborhood Revitalization (i.e., targeted public and infrastructure improvements)	\$379,854	6%	\$39,966,600
Administration (i.e., ED staffing, leadership development, fair housing analysis)	\$516,074	7%	\$20,000
TOTAL	\$6,901,073	100%	\$50,389,429

Budget numbers for the ESG programs are yet to be determined with final numbers, from the state, expected in June. However, the goals, objectives, and general program descriptions are included.

The *FY 2004 Action Plan: One Year Use of Funds* was developed by the Urban Development Department with the assistance of the Community Development Task Force. The Task Force is an advisory group of 25 citizens, appointed by the Mayor, with an emphasis on representation by low- and moderate-income neighborhoods, as well as, diverse racial and ethnic backgrounds.

Upon approval by the Planning Commission, the City Council, and Mayor, the Plan will be submitted to the Housing and Urban Development (HUD) in July for approval.

Please me know if there is any additional information that you need before or during the Planning Commission meeting on May 12, 2004.

Thank you.

APR 8 2004



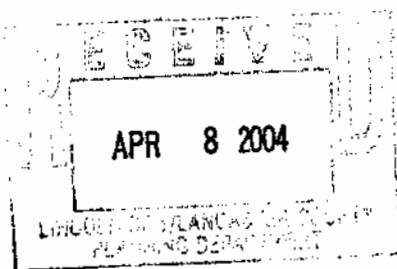
City of Lincoln, Nebraska

Action Plan

FY 2004

One-Year Use of Funds for

HUD Entitlement Programs



DRAFT

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INTRODUCTION

The *FY 2004 Action Plan: One Year Use of Funds* is the fifth and final of the annual plans based on Lincoln's *Consolidated Plan FY 2000 - FY 2004 for HUD Entitlement Programs*. This *Consolidated Plan*, the second completed in response to "new" planning requirements established by HUD in 1994, is a five-year strategic plan that brings needs and resources together in a coordinated housing and community development strategy. As part of the new consolidated plan requirements, HUD set forth three major statutory goals to be achieved to meet the primary objective of Title I of the Housing and Community Development Act of 1974, as amended--the development of viable urban communities. These goals are to:

- 1) provide decent housing,
- 2) a suitable living environment, and
- 3) expand economic opportunities.

The *Consolidated Plan* establishes a unified vision for community development actions by integrating economic, physical, environmental, community, and human development in a comprehensive and coordinated fashion. The Plan presents statistical and analytical information that provides an overall picture of the housing and community development needs of the jurisdiction. This information is then used to establish priorities and allocate resources accordingly. The information is also the basis for developing objectives in accordance with the statutory goals of providing decent housing, providing a suitable living environment, and expanding economic opportunities. The *Consolidated Plan* sets forth goals, objectives, and performance benchmarks for measuring progress. The Plan also establishes a framework for assessing new knowledge and experience and for identifying how they can add to a successful plan for revitalization.

For each year covered by the *Consolidated Plan*, the City must develop an *Action Plan: One Year Use of Funds*. This *Action Plan* identifies the activities that will be undertaken to address priority needs and local objectives with anticipated program income and funds received during the next program year under the Community Development Block Grant (CDBG), the HOME Investment Partnerships Act (HOME), the Emergency Shelter Grant (ESG), and the American Dream Downpayment Initiative (ADDI) programs. The annual plan also includes information on other programs and resources that help to meet the City's housing and community development needs, such as HUD's Section 8, Public Housing Comprehensive Grant, and Supportive Housing (SHP) Programs; the State of Nebraska's Homeless Shelter Assistance Trust Fund (HSATF) and Affordable Housing Trust Fund (AHTF); and, Nebraska Investment Finance Authority (NIFA) programs.

Lincoln's *Consolidated Plan FY 2000 - FY 2004* was completed in July of 2000 and extended in February 2004 for one additional year. Because the plan is an inter-censal (occurring after the 1990 Census and before the availability of the 2000 Census information) document, the City, in partnership with the Lincoln Housing Authority, contracted with a planning consultant, Gilat Planning and Research, to complete a Housing Needs Assessment and Market Analysis that would provide updated information for establishing goals and objectives. This Assessment/Analysis, which is published as a separate document, forms the backbone of the

Consolidated Plan 2000 and subsequent *Action Plans*. Other information used includes, but is not limited to:

- a Homeless Needs Assessment and Gaps Analysis;
- a detailed housing conditions analysis based on County Assessor property records;
- a cumulative lending analysis and fair lending analysis based on 1990-98 Home Mortgage Disclosure Act (HMDA) data;
- a geographic analysis of Section 8 certificates and vouchers;
- a Facilities Improvement Survey of local human service providers;
- the Lincoln/Lancaster County Human Services Needs Assessment and Comprehensive Plan; and,
- HUD's Community 2020 software (primarily for mapping and geographic analysis).

The purpose of the *FY 2004 Annual Action Plan* is to:

1. Outline the City's strategies to address priority needs in the following areas: housing, homeless (Continuum of Care), economic development, neighborhood revitalization, and overall planning, community services and facilities, and capacity building;
2. Describe the programs and activities that will be undertaken by the City in fiscal year 2004 (September 1, 2004 - August 31, 2005) to further the five-year strategies contained in the *Consolidated Plan*. These programs must meet the three basic goals prescribed by HUD and include programs that:

Provide decent housing by:

- assisting homeless persons with emergency shelter and affordable (including transitional and permanent) housing;
- preserving the existing housing stock;
- retaining the affordable housing stock;
- increasing the availability of permanent housing that is affordable to low-income persons without discrimination; and
- increasing supportive housing that includes structural features and services to enable persons with special needs to live in dignity.

Provide a suitable living environment by:

- improving the safety and livability of neighborhoods;
- increasing access to quality facilities and services;
- reducing the isolation of income groups within areas by deconcentrating housing opportunities and revitalizing deteriorating neighborhoods;
- restoring and preserving natural and physical features of special value for historic, architectural, or aesthetic reasons; and
- conserving energy resources.

Expand economic opportunities by:

- creating jobs accessible to low- and very low-income persons;
- providing access to credit for community development that promotes long-term economic and social viability;
- providing low-income persons with skills to improve their employability;
- empowering low-income persons to achieve self-sufficiency; and
- providing supportive or service-enriched housing to enable families to work towards self-sufficiency.

The *Action Plan* also identifies activities that prevent the incidence of homelessness and help homeless persons attain self-sufficiency and independent living. Other actions include fair housing activities, public housing improvements and resident initiatives, evaluation and reduction of lead-based paint hazards, developing institutional structures, and enhancing coordination between public and private entities. Where applicable, these actions are contained within a priority need area.

3. Describe the goals/benchmarks that will be met by the City in the 2004 program year; and
4. List the resources that will be used to further the City's strategies. In particular, the *Action Plan* prescribes how the following 2004 program year funds (including program income and carryover) will be distributed: \$4,049,154 in CDBG funds, \$2,578,873 in HOME funds, \$79,706 in ESG funds, and \$193,340 in ADDI funds.

The *FY 2004 Action Plan: One Year Use of Funds* was developed with the assistance of the Community Development Task Force, a 25 member citizen advisory group, appointed by Lincoln's Mayor. The task force is comprised of constituents from typically underrepresented populations, including racial and ethnic minorities, as well as those from local government organizations and the business community. Over half of the task force membership consists of representatives of low-to-moderate income neighborhoods. Members include those from financial institutions, the real estate industry, other businesses, the City Council, social service agencies, and community-based organizations. This heterogeneous membership provides for a diversity of opinions and perspectives in the review of the City's programs. Planning is carried out by three standing committees of the Task Force: Housing, Community Services, and Community Revitalization.

The committees work with Urban Development Department staff to review programs and allocations and develop recommendations for funding and program direction. Recommendations of the committees were presented, discussed, and approved by the full task force during a public meeting and task force Work Session held April 1, 2004. Minutes from the Work Session are contained in Appendix A. Final approval of the document by the Task Force was made at a public hearing held on June 3, 2004. (Also see Appendix A for comments.) A legal notice for the public hearing and public comment period was published in the Lincoln Journal Star. Public comment was also invited with an announcement of the availability of the *Action Plan* in the Urban Page, the Urban Development Department's quarterly newsletter, with a circulation of 1,800. Additionally, 150 notices were mailed to human service providers, neighborhoods, and

organizations informing them of the availability of the plan. In addition to the plan being posted on the Urban Development Department Web page, the public hearings were broadcast on City TV channel 5 and via live video feed on the City's Citizen Information Center Web site. The broadcasts could also be viewed, for a period of time, using the Web site's video-on-demand.

Broadcasting of two CD Task Force panel discussions are held each year on Channel 5, the City's government access cable channel which is replayed for several weeks afterward and can be viewed at any time on the Web site. This raises the visibility of the Task Force's activities and role in the community development process, and will hopefully increase public interest and participation in the process. The two panel discussions which will be televised will occur at the time of and for several weeks following the public hearings on the *Action Plan* and the *CAPER* during which time public comment will be invited.

The *FY 2004 Action Plan: One Year Use of Funds* was also reviewed by the Lincoln/Lancaster Planning Commission and determined to be in compliance with the *Lincoln-Lancaster County Comprehensive Plan (May 28, 2003)*. It was approved by the City Council, by resolution, at a televised public hearing on ~~June 16, 2003~~.

The table below summarizes the planned uses of the City's FY 2004 Federal entitlement grants (CDBG, HOME, ESG, and ADDI), estimated program income, and estimated prior year carryover. This table also includes estimated dollars that will be leveraged by these three programs. However, the table does not include other public and private funds that are not directly leveraged by CDBG, HOME, ESG, ADDI funds, but that further the City's community development strategy. Many of the funds discussed in the following section are also identified in the Strategies sections of the plan.

Table 1: Program Area Budgets and Leveraged Resources

PROGRAMMATIC AREA	FY 2004 Budget	% of Total	Leveraged Resources	Total Resources
Housing	\$4,888,609	71%	\$7,585,000	\$12,473,609
Continuum of Care	\$104,706	1%	To Be Determined	\$104,706
Economic Development	\$1,011,830	15%	\$2,817,829	\$2,817,829
Neighborhood Revitalization	\$379,854	6%	\$39,966,600	\$40,346,454
Administration	\$516,074	7%	\$20,000	\$536,074
TOTAL	\$6,901,073	100%	\$50,389,429	\$56,278,672

The budgets on the following pages indicate program/project allocations for CDBG, HOME, ESG, and ADDI funds. These programs and projects are more fully described in the Strategies sections and in the Listing of Proposed Projects in Appendix B.

Table 2: FY 2004 Action Plan Budget

CDBG	
Sources:	
FY 2004 Community Development Block Grant Entitlement	\$2,131,000
Budgeted Program Income	725,000
Estimated Prior Year Carryover	1,193,154
TOTAL	\$4,049,154
Uses:	
ADMINISTRATION	
Administration	146,056
Community Development Staffing	370,018
HOUSING	
Home Improvement Loan Program	150,000
Direct and Deferred Loan Program	150,000
Emergency Repair Program	85,000
PRIDE Program	66,000
Investor Owner Rehabilitation Loan Program	63,353
Relocation - Temporary/Permanent	10,000
Housing Rehabilitation Administration	393,443
Barrier Removal Program	45,000
Lead Based Paint Abatement Program	135,000
Neighborhoods Inc. First-Time Homebuyer Training (CBDO)	176,000
Housing Development Loan Program	867,600
NEIGHBORHOOD REVITALIZATION	
Public Improvements in Focus Areas	144,900
Redevelopment Activities	2,954
LMI Neighborhood Park Improvements	25,000
Special Assessment Paving	20,000
Tree Management Program and Demolition of Secondary Structures	5,000
Neighborhoods Inc. Heart of Lincoln Program (CBDO)	20,000
Antelope Valley Community Revitalization	62,000
South Street Streetscape	100,000
ECONOMIC DEVELOPMENT	
Job Creation and Business Development Loan Program	441,880
Neighborhood Retail Business Loans	100,000
Facade Loan Program	181,569
Community Development Resources Program (formerly SELF)	45,000
Revolving Loan Fund	50,000
WIA One Stop Career Center	133,595
Administration	59,786
TOTAL	\$4,049,154

HOME	
Sources:	
FY 2004 Home Investment Partnership Program	\$1,264,000
Budgeted Program Income	200,000
Estimated Prior Year Carryover	1,114,873
TOTAL	\$2,578,873
Uses:	
ADMINISTRATION	
Administration Staffing	77,464
HOUSING	
Owner-Occupied Rehabilitation Loan Program	264,000
Lead-Based Paint Abatement Program	250,000
First Home Program (1 st Time Homebuyer Program)	607,936
Troubled Property Program (CHDO)	449,873
CHDO Loan Set-aside	189,600
Housing Development Loan Program	715,000
CONTINUUM OF CARE	
Security Deposits for Homeless Families (TBRA)	25,000
TOTAL	\$2,578,873

Sources:	
FY 2003 American Dream Downpayment Initiative	\$88,687
FY 2004 American Dream Downpayment Initiative	104,653
TOTAL	\$193,340
Uses:	
HOUSING	
First Home Program (1 st Time Homebuyer Program)	\$193,340
TOTAL	\$193,340

Source:	
FY 2004 Emergency Shelter Grant Program	\$79,706
Uses:	
CONTINUUM OF CARE	
Homeless Prevention	19,927
Operating Costs of Homeless Facilities	47,824
Transitional Client Services	11,955
TOTAL	\$79,706

Community Development

As administering agency for Lincoln's federal community development funds, the Urban Development Department is the lead agency responsible for the development, implementation, and monitoring of the City's community development strategies. Successful implementation of the strategies, however, can only be achieved in partnership with other public and private entities in the community. Many entities, both public and private, contribute to the development of Lincoln by specializing in the provision of services in the areas of affordable or supportive housing, economic development, or general health and well-being of our citizens.

In addition to CDBG, HOME, ESG, and ADDI funds, there are many other federal, state, and local resources that contribute to the goals of providing for and expanding the availability of decent housing, a suitable living environment, and economic opportunities in Lincoln. For instance, in FY 2004, the Lincoln Housing Authority will administer about \$11.8 million in HUD funding for the administration and subsidization of housing for very low-income renters. LHA administers 2,864 HUD Section 8 vouchers and operates 320 low-rent public housing units with the assistance of HUD funding. Another \$580,056 comes from HUD for the modernization of existing publically- and privately-owned housing units. An additional 91 units of elderly housing and 32 scattered site units are receiving rental assistance through the HUD Section 8 new construction program.

Other programs support local housing, homelessness, and community development efforts. The United Way of Lincoln and Lancaster County will allocate nearly \$2.3 million in FY 2003-04 for human services (including homeless). Human service agencies will also receive over \$500,000 in donor designated funds through the United Way fund drive. Through the City-County Joint Budget Committee for FY 2003-04, human services agencies will receive over \$1.9 million.

In 2003, NIFA provided 322 loans for \$32 million. Of those loans, 53 or \$4.6 million were in the target areas. NIFA expects to provide assistance to first-time homebuyers for the purchase or purchase and rehabilitation of an estimated 350 homes next year.

The State of Nebraska's Economic Development Department (DED) has established trust funds for both homeless assistance and affordable housing. DED has invested in the following projects during their 2002 and 2003 application cycles:

- \$40,000 per year for three years for Nebraska Affordable Housing Trust funds to the Lincoln Action Program for capacity building.
- \$244,800 of Nebraska Affordable Housing Trust Funds awarded to the City for Old Mill Village for infrastructure/lot development and down payment assistance.
- \$416,000 of state HOME funds awarded to Neighborhoods, Inc., for 30 of their First-time Homebuyer Program participants.
- DED is in contract negotiations for a HUD 811 project for persons with developmental disabilities in Lincoln and York. Five units in Lincoln and five in York. It was submitted by MLH Nebraska Housing Corporation for \$100,000.

In the May 1, 2004 application cycle, the following projects for Lincoln were submitted and are currently under review by the Nebraska Affordable Housing Program Funds:

- Neighborhoods, Inc. applied for \$250,000 for direct homebuyer assistance for 10 newly constructed units for Liberty Village on 23rd & Vine Streets. A total of 20 units are planned.
- Neighborhoods, Inc. applied for \$400,000 for 30 units of direct homebuyer assistance for their First-time Homebuyer Program.
- The City of Lincoln applied for \$200,000 for the Arck Food site on 4th & "F" Streets to develop the sites and provide direct homebuyer assistance.

To help revitalize neighborhoods, the City's Public Works and Utilities Department is investing approximately \$3,865,000 in infrastructure improvements in the Low-to-Moderate Income (LMI) neighborhoods in projects jointly sponsored with the Urban Development Department. An additional nearly \$13 million in other public funds, primarily Tax Increment Financing (TIF) will complete neighborhood revitalization projects in Havelock, North 27th Street, University Place, and Downtown. These public efforts will leverage about \$23 million in private reinvestments.

Action Plan strategies are organized under six priority needs areas:

- **Housing,**
- **Homelessness (also called Continuum of Care),**
- **Economic Development,**
- **Neighborhood Revitalization,**
- **Community Services, and**
- **Administration, Planning, and Capacity Building.**

However, strategies and proposed actions often crossover between priority needs areas. For instance, actions taken to improve housing conditions also promote neighborhood revitalization.

Under the strategies, program and/or activity descriptions, goals, dollar resources needed, and their sources are included. To the extent possible, programs carried out by private or other public agencies that help to achieve overall goals are also identified.

Within all these strategies is the underlying goal of reducing poverty, a long-term effort carried out by programs and projects that: (1) improve places (poor areas) by rebuilding neighborhoods, or (2) assist people in obtaining the skills and support needed to achieve self-sufficiency. These two overall strategies are further supported by numerous public and private programs which work to meet the basic needs of the City's poorest households. Combined, these programs form an anti-poverty strategy that strives to eliminate or, at least, reduce the effects of poverty.

The Neighborhood Revitalization Strategy Area (NRSA), shown in Figure 1, is comprised of most of the City's oldest neighborhoods, including Clinton, Malone, Hartley, Downtown, North

Bottoms, and Everett, as well as portions of Near South, Woods Park, and South Salt Creek. Determination of the NRSA was made based on existing housing conditions showing deterioration and a high-risk of lead poisoning, as well as a demographic analysis including household income, households with public assistance income, households with no earnings, minority households, and female-headed households with and without children, in total indicating an area of greatest need.

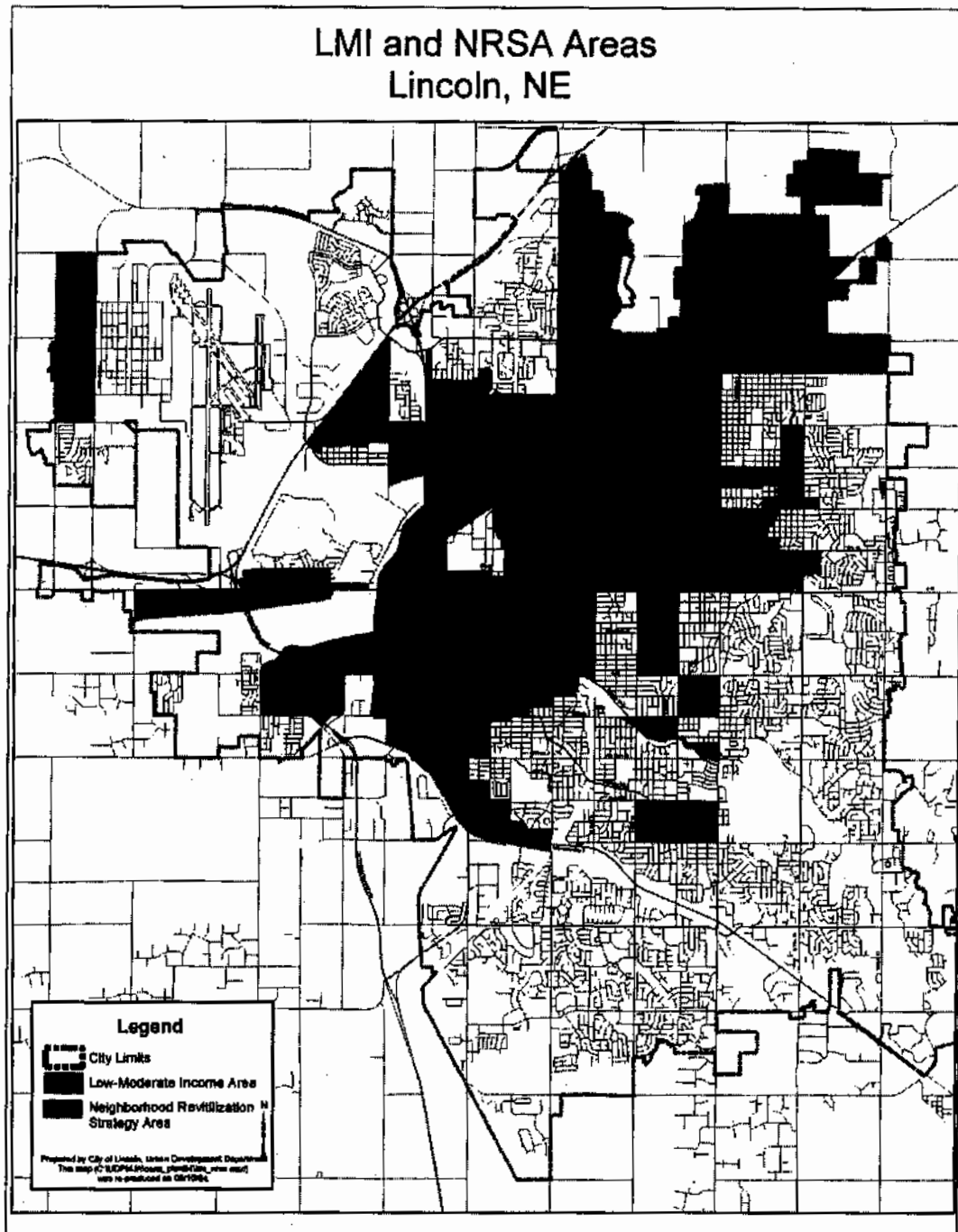
The City's strategy to rebuild neighborhoods is emphasized primarily within the NRSA and secondarily within other low-to-moderate income (LMI) areas. This strategy requires concentrating housing, economic development, public improvement, and public service programs in the areas of greatest need within the City, the NRSA, but also allows for a "deconcentration" of poverty and the economic integration of the community (i.e., assisting LMI homebuyers to purchase in non-LMI areas). Goals for activities in the NRSA in FY 2004 are contained in the table below.

Table 3: FY 2004 NRSA Activity Goals

Activity	Overall Goal	NRSA Goal	% in NRSA
Homeowner Rehabilitation	117 units	49 units	41%
Investor Owner Rehabilitation	14 units	9 units	64%
Exterior Repair of Housing (PRIDE program)	100 units	90 units	90%
First Time Home Buyer Assistance	60 households	20 households	33%
Full-Time Jobs Created	20 FTEs	11 FTEs	55%
Commercial Building Facade Improvements	4 buildings	2 buildings	50%

In addition to the above goals, the majority of focus/target area public improvement dollars will be spent in the NRSA.

Figure 1



PERFORMANCE MEASUREMENT SYSTEMS

The Urban Development Department's Performance Measurement System currently focuses on outputs. However, in FY 2004, as part of the *Consolidated Plan* process, Urban Development intends to develop a new Performance Measurement System that also incorporates outcome measurements. Assessment of whether inputs are relative to outputs will also be reviewed.

Along with the information provided in Notice CPD-03-09, Urban Development is researching the "APPENDIX B - RESOURCES" and other sources to develop a methodology for measuring outcomes.

Currently, the *Consolidated Annual Performance and Evaluation Report* (CAPER) includes the following information for measuring outputs:

- long-term (multi-year) goals/objectives from the *Consolidated Plan*
- short-term (annual) goals/objectives from the *Action Plan*
- expected units of accomplishment upon completion of project/activity
- actual units of accomplishment upon completion of project/activity
- expected units of accomplishment during each program year of the project/activity
- aggregation of actual units to short-term and long-term numeric goals/objectives
- outputs resulting from HUD funding only

Below are two examples from the *FY 2002 Consolidated Annual Performance and Evaluation Report* (CAPER) showing how outputs are reported.

Housing Goal: "New Housing Development: Increase the supply of affordable housing for low and moderate income households (renters and home buyers), including persons with special needs." (Long-term goal)

"New Housing Development Strategy 1: Provide assistance to increase the supply of affordable housing, including the developments in LMI income areas that present opportunities for achieving economic and racial diversity, special needs projects, and adaptive reuse projects that will utilize vacant downtown building floors for the creation of affordable housing. (Short term goal)

In table format is shown the expected units of accomplishment upon completion, actual units of accomplishment upon completion, expected units of accomplishment during each program year, and aggregation of actual units of program accomplishments to short-term and long-term numeric goals/objectives.

Activity: New Construction - Owner Occupied				
Consolidated Plan 2000 - 2003 Goals	FY 2000 Totals	FY 2001 Totals	FY 2002 Totals	Cumulative Totals
40 Units for 1 st Time Homebuyers	23	18	3	44

Program is HUD funded.

Here is another example of a HUD funded program from the Homeless section of the *FY 2002 CAPER* using the same format.

Goal: "Transitional Housing Needs: Provide for the housing and supportive services needs of households moving out of emergency shelter to ensure their self-sufficiency and successful tenancy in permanent housing." (Long-term goal)

"Transitional Housing Strategy 1: Work with local agencies to maintain existing transitional housing programs." (Short-term goal)

Activity: Transitional Housing				
Consolidated Plan 2000 - 2003 Goals	FY 2000 Totals	FY 2001 Totals	FY 2002 Totals	Cumulative Totals
48 families	11	17	6	34
11 single persons	290	228	126	644

As in the previous table the following information is provided: the expected units of accomplishment upon completion, actual units of accomplishment upon completion, expected units of accomplishment during each program year, and aggregation of actual units of program accomplishments to short-term and long-term numeric goals/objectives.

Additionally, a "Summary" of the activity is provided. In this example, it states:

Summary: Transitional housing is designed to provide housing and appropriate support services to homeless persons and families, to encourage movement to independent living within two years. Urban Development provides funding to agencies who provide transitional housing, and supports their efforts through participation in the Continuum of Care and the Lincoln Lancaster Homeless Coalition. Agencies that provide transitional housing include: United Methodist Ministries, Fresh Start, and Houses of Hope.

These examples illustrate Urban Development's current method of reporting outputs. Work in FY 2004 will include developing a methodology for incorporating the measurement of outcomes resulting in a new, comprehensive Performance Measurement System to begin with our new *Consolidated Plan* in FY 2005.

HOUSING

Strategy 1 Provide a wide range of rehabilitation programs, with special incentives for properties located in the NRSA, focus areas, Antelope Valley project area, and low-to-moderate income areas.

Activity/Program	Description	Goals	Budget	Sources
Home Improvement Loan Program (HILP)	Rehabilitation loans up to \$15,000 to low-to-moderate income homeowners at 0% for 10 years (subsidy buys down market interest rate of loans provided by NIFA tax-exempt financing). Loans provided by participating lenders. Exceptions to income (up to 100%) in target areas and for Quality of Living (QOL) citations. Operates Citywide.	50 cases total (27 in NRSA)	\$150,000 \$550,000	FY 2004 CDBG NIFA
Direct & Deferred Loan Program (DPL)	Rehabilitation loans up to \$33,500 to low-to-moderate income (LMI) homeowners. Direct loans are 0% for up to 20 years, deferred loans are 0% deferred until sale or change in ownership or occupancy, and subject to change to direct loan based on income re-evaluation. Operates in LMI areas, with exceptions for QOL citations.	17 cases total (10 in NRSA)	\$150,000 \$164,000 \$100,000	FY 2004 CDBG FY 2004 HOME HOME prior yr
Emergency Repair Program	Home repair loans up to \$5,000 to eliminate threats to health or life safety to very low-income homeowners. Repair grants on mobile homes for up to \$1,500 one-time only. Repair grants to partner with Rebuilding Together. Operates Citywide.	30 cases total (12 in NRSA)	\$85,000	FY 2004 CDBG
PRIDE	Grants to low-to-moderate income (LMI) homeowners for materials only (paint and minor exterior repairs). Maximum grant \$600, in participating LMI neighborhoods.	100 cases total (90 in NRSA)	\$66,000	FY 2004 CDBG
Investor-Owner Rehabilitation Loan Program	Rehabilitation loans up to \$10,000 per unit for 1-7 unit rental structures (\$15,000 on single-family structures). Loans at 0% interest, for up to 20 years. 51% of units assisted must be occupied by low-to-moderate (LMI) income households. Available in LMI areas.	14 units total (9 in NRSA)	\$63,353 \$20,000	FY 2004 CDBG Private

Activity/Program	Description	Goals	Budget	Sources
Relocation - Temporary/ Permanent	Financial assistance (rent & security deposits) for households displaced by rehabilitation activities.	1 case	\$10,000	CDBG prior yr
Rebuilding Together - Lincoln	Local chapter of National Organization which uses teams of volunteers to rehabilitate the homes of very low-income persons.	20 units	\$10,000	Private
Housing Rehabilitation Administration	Staffing and administrative costs for City rehabilitation programs (4.95 FTEs), CHDO staffing for Troubled Property Program and First HOME by Neighborhoods, Inc., and 1.0 FTEs for HOME Program Administration.	See description	\$393,443 \$77,464	FY 2004 CDBG FY 2004 HOME

Strategy 2 Provide financial assistance for the removal of architectural barriers in rental or owner-occupied housing throughout the city.

Activity/Program	Description	Goals	Budget	Sources
Barrier Removal Program	Grants to remove or modify architectural barriers in the homes of low-income disabled persons citywide. Maximum of \$5,000 per project. Administered by League of Human Dignity.	20 units	\$45,000	FY 2004 CDBG

Strategy 3 Ensure the safety of housing occupants through testing and the reduction of lead based paint hazards as defined in Section 1004 of the Lead Based Paint Hazard Reduction Act of 1992, and by providing financial assistance for costs attributable to those procedures.

Activity/Program	Description	Goals	Budget	Sources
Lead Based Paint Abatement & Hazard Reduction Grants	Grants to pay for increased costs of rehabilitation attributable to lead based paint removal/abatement/hazard reduction.	20 units	\$50,000 \$85,000 \$150,000 \$100,000	FY 2004 CDBG CDBG prior yr FY 2004 HOME HOME prior yr

Strategy 4 Work with private and public financial sources to leverage CDBG and HOME funds to increase total pool of available resources for housing improvements.

Strategy 5 Carry out Affirmative Marketing Plan for City-administered rehabilitation programs.

The Urban Development Department will continue the effort of increasing minority participation in housing rehabilitation programs. Based on the CenterStar Communications' marketing plan, we will reach out to the minority community with advertising and promotional materials for specific groups and distribution to local businesses, churches, and human service agencies. Advertising will use past clients to increase trust in programs.

An Urban Development staff committee has been created to more aggressively implement a marketing plan. The committee meets on a regular basis and has targeted objectives and actions.

Strategy 1 Provide education and training to potential homebuyers to assist them in home purchase.

Activity/Program	Description	Goals	Budget	Sources
Homebuyer Training Program	Community-Based Development Organization (CBDO) operational support for Neighborhoods Inc. to provide a homebuyer training program for first-time homebuyers.	180 households	\$151,000 \$25,000	FY 2004 CDBG CDBG prior yr

Strategy 2 Increase homeownership in older areas by providing creative homebuyer assistance programs including the American Dream Downpayment Initiative with special incentives for properties located in the NRSA, focus areas, Antelope Valley project area and low-income areas.

Activity/Program	Description	Goals	Budget	Sources
FIRST HOME Program	Assistance up to \$25,000 (0%, deferred) for the purchase or purchase and rehabilitation of homes by first-time homebuyers who have completed training. Citywide program. Benefits vary depending on location of purchase; NRSA, LMI or outside LMI. For homes in the NRSA. NIFA mortgages available for homes that need a minimum of \$10,000 rehabilitation to qualify. For this fiscal year, ADDI funding is new.	60 units (20 in NRSA)	\$457,936 \$150,000 \$104,653 \$88,687 \$5,120,000	FY 2004 HOME HOME prior yr ADDI FY 2004 ADDI prior yr Private/NIFA/ State of Nebraska

Activity/Program	Description	Goals	Budget	Sources
Single Family First Time Homebuyer Program	Loans with below market interest rates made by participating lenders to low-to-moderate income first-time homebuyers, funded by the sale of tax exempt bonds. Homes in NIFA target areas (LMI areas) have higher allowable purchase prices, higher homebuyer income limits (up to 120%), and waiver of "first-time" requirement. Administered by NIFA.	325 households (70 in LMI)	\$25,000,000	NIFA
Affordable Homeownership Program	Provides \$3,750 loan for downpayments to LHA clients in good standing for 2 years. Loan forgiven over 5 years. Administered by LHA.	36 households	\$135,000	LHA

U.S. Bank's American Dream Program	Affordable mortgages to low- and moderate-income households. Administered by Neighborhoods, Inc., with assistance from US Bank.	30 households	\$45,000 \$5,740,000 \$20,000	US Bank Fnd. Private AHP
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Strategy 3 Carry out marketing strategy for homeownership programs.

Through the Affirmative Marketing Program, the Urban Development Department will strive to accommodate anyone with a language barrier or a disability which may limit their homeownership opportunities. Not only will the City use these programs to increase homeownership within the NRSA, but also to encourage more economic, racial, and ethnic diversity outside the NRSA. Neighborhoods, Inc. will continue to provide the homeownership classes offered in Spanish as well as keeping pace with the demand for classes in Vietnamese, Russian, Arabic, and Bosnian as the need arises. The City will work with the Hispanic Center, Asian Center, and other ethnic minority organizations to increase participation in the homeownership programs. The networking effort of minority Realtors®, lenders, and community leaders will continue in order to enhance opportunities for under-served populations.

The Retro Rockers, a partnership between NIFA and the Lincoln Public Schools Foundation, was established to meet the critical need for affordable housing for families with children at Elliot School. Lincoln has also established Community Learning Centers (CLCs), partnerships which provide opportunities and support services that lead to improved student learning, stronger families, and healthier communities. These CLCs exist in fifteen schools, including Elliot, Clinton, Saratoga, and Everett. CLC Site Supervisors are each responsible for two schools, working with School Neighborhood Advisory Councils (SNACs) to identify neighborhood needs, coordinate resources, and share information with community organizations, such as Neighborhoods, Inc., and the City of Lincoln. As efforts to increase home ownership in CLC neighborhoods will have a direct impact on reducing student turnover and family stability, CLCs will create an opportunity for valuable information sharing and support for homeownership.

Urban Development will continue to work with the Affordable Housing Task Force, which is comprised primarily of local Realtors®. Their mission is to inform and educate families on homeownership. They believe the education process should begin in the elementary grades to create informed consumers and inspire the possibility that low-to-moderate income households can own their own home.

Strategy 4 Develop a mechanism to link elderly homeowners who want to sell their homes with first-time homebuyers, or other owner occupants.

Strategy 5 Work with private and public financial sources to leverage CDBG and HOME funds and increase the total pool of available resources for homeownership.

Fannie Mae, with a Nebraska Partnership Office in Lincoln, continues to offer innovative financing tools for the first-time homebuyer. The Nebraska Affordable Housing Trust Fund (NAHTF) will further leverage our CDBG and HOME funds for homeownership.

Neighborhoods, Inc. will continue to use NIFA's loan as part of the First HOME program. The US Bank Home Advantage Program will offer up to \$2,500 in a deferred loan for downpayment assistance. All HOME funded ownership programs are structured to comply with the resale and recapture guidelines set forth by HUD. If the affordability period is not completed by the buyer, the loans are recovered on a prorated schedule based on the percentage of compliance. The City incurs a 25% matching obligation for HOME funds it expends. These matching funds must come from non-federal sources and provide a permanent contribution to affordable housing and can be "banked" (match credits) for future years. Some of the ongoing programs which supply our match credits include the Home Improvement Loan Program, the LHA Tenant-Based Rental Assistance Program and Habitat for Humanity. Neighborhoods, Inc. will also be partnering with Neighborhood Housing Services of America on a 1% below-market-rate loan. The loans will be originated "in house" through the authority of NeighborWorks of which Neighborhoods, Inc. is a member.

Strategy 1: Provide financial assistance to increase the supply of affordable housing, including developments in non-low-to-moderate income areas that present opportunities for achieving economic and racial diversity, special needs projects, adaptive reuse projects that will utilize vacant upper floors in downtown buildings and projects to sustain existing affordable housing.

Strategy 1 Provide financial assistance to increase the supply of affordable housing, including developments in non-low-to-moderate income areas that present opportunities for achieving economic and racial diversity, special needs projects, adaptive reuse projects that will utilize vacant upper floors in downtown buildings and projects to sustain existing affordable housing.

Activity/Program	Description	Goals	Budget	Sources
Housing Development Loan Program - Rehabilitation	Gap financing to nonprofit and for-profit developers of housing for low-to-moderate income populations, with emphasis on adaptive reuse projects, special needs and sustainability of existing affordable housing.	10 units	\$317,600 \$300,000 \$315,000 \$400,000	CDBG prior yr FY 2004 HOME HOME prior yr Private
CHDO Troubled Property Program	Acquisition and rehabilitation of "troubled properties" (vacant, problem properties). Administered by Neighborhoods, Inc.	4 units	\$449,873	HOME prior yr
CHDO Set-Aside Projects Undetermined	Gap financing to qualified and designated nonprofit entities (Community Housing Development Organizations or CHDOs) to assist in the new construction or rehabilitation of single-family (renter or owner) and/or multifamily housing.	3 units	\$189,600 \$300,000	FY 2004 HOME Private
Housing Development Loan Program - New Construction	Construction of low-to-moderate income residential units for homeownership and transitional housing.	45 units	\$200,000 \$244,800 \$2,500,000	CDBG prior yr NAHTF prior yr Private

Strategy 2 Provide financial assistance for the acquisition of vacant land for affordable and housing development that is compatible with the character of the surrounding neighborhood.

Activity/Program	Description	Goals	Budget	Sources
Housing Development Loan Program - Acquisition	Loans to nonprofit agency, administered by Habitat for Humanity, for acquisition of vacant land for construction of new single-family housing through donated materials, volunteer labor, and sweat equity.	9 units	\$350,000 \$100,000 \$200,000 \$360,000	FY 2004 CDBG FY 2004 HOME NAHTF Private (not inc. in-kind)

Strategy 3 Work with private and public financial sources to leverage CDBG and HOME funds and increase the total pool of available resources for new housing development.

Strategy 4 Provide technical assistance to nonprofit housing organizations.

The Institutional Structure for affordable housing addressed in the *Consolidated Plan FY 2000 - FY 2004* is translated into annual activities within the 2004 *Action Plan* for each of our public sector partners.

The Urban Development Department will provide direct financial assistance to homeowners and investor owners for rehabilitation under a variety of "in house" programs. The Urban Development Department also will provide management and oversight in the use of funds for carrying out City programs. It is in the best interest of the City of Lincoln and to our responsibility in the administration of Federal funds that Urban Development not only develop new housing projects but keep open the lines of communication with agencies of existing housing projects to assure they remain viable and continue to maintain affordable units.

Lincoln Housing Authority in partnership with Lincoln Public Schools will build a house using the construction class of Northeast High. LHA received assistance from the Urban Development Department in obtaining a buildable lot. LHA will also receive funds for their tenant based rental assistance program. The Urban Development Department will continue to partner with LHA to sustain the Affordable Housing II project.

Nebraska Investment Finance Authority (NIFA) will continue to work with the Lincoln Public School Foundation and The Urban Development Department in the Retro Rucker Program which assists families in schools with a high turnover rate to become homebuyers. Under the Home Improvement Loan Program (HILP), our goal for the FY 2004 Action Plan is to use NIFA funds for 50 low-to-moderate income homeowners to rehabilitate their property. NIFA Super-Targeted Funds (Low-Interest Mortgages) will continue to support affordable new construction projects such as Old Mill Village and Liberty Village.

Neighborhoods, Inc. will provide homebuyer training (180 households) and administer our First Home (50 units) and Troubled Property (4) Programs. Also in FY 2004, Neighborhoods, Inc. will administer the House Preservation and Infill Program and be the neighborhood partner for the Antelope Valley project.

Habitat for Humanity, using our HOME funding to acquire vacant land, will construct six new single-family houses using donated materials, volunteer labor, and sweat equity.

Nebraska Housing Resource, Inc. will proceed into Phase II of the 144 unit new construction development called Old Mill Village whose goal is to add another 20 much needed single-family homes to Lincoln's affordable housing stock in FY 2004. Located at SW 12th and West South Street, the project uses CDBG, HOME, NAHTF and private monies from the Urban Development Department, State of Nebraska and private lenders. The qualified low-to-moderate income homebuyers in this mixed-income project will be assisted by Neighborhoods, Inc. using our First Home Program.

State of Nebraska, Department of Economic Development (DED): The Nebraska Affordable Housing Trust Fund (NAHTF) has been a very effective tool in creating affordable single-family housing. In FY 2004, Urban Development will continue our successful partnership with DED.

Rebuilding Together will continue to use its teams of volunteers to rehabilitate the homes of very low-income persons. They will use private donations and CDBG funds to accomplish their goals.

The League of Human Dignity will assist 20 homes of low-income disabled persons with the removal or modification of architectural barriers with the use of CDBG funds.

Activity/Program	Description	Goals	Budget	Sources
Lead-based Paint Technical Assistance	Provide technical assistance to housing program participants to comply with the HUD Lead Safe Housing Rule.	20 households	Included in the Housing Rehab. Administration	Included in the Housing Rehab. Administration

Activity/Program	Description	Goals	Budget	Sources
Affordable Housing Technical Assistance	Confer with current/ potential clients, financial institutions and various agencies regarding affordable housing.	1,000 contacts	Included in the Housing Rehab Administration	Included in the Housing Rehab. Administration

HOMELESSNESS (Continuum of Care)

Strategy 1 Provide financial and case management assistance to households at risk of eviction for non-payment of rent or utilities.

Activity/Program	Description	Goals	Budget	Sources
To be determined	Direct financial assistance for rent, utilities arrearages, and/or security deposits provided with case management to households facing eviction for nonpayment of rent or utilities.	To be determined	To be determined	To be determined
To be determined	Security deposit assistance for homeless persons and families with Section 8 certificates and case management services. Administered by Lincoln Housing Authority.	To be determined	To be determined	To be determined

Strategy 2 Work with local human service providers to identify households at risk of becoming homeless to provide employment/education services that address the longer term, basic causes of their higher risk.

To be determined

Strategy 3 Development of a 10 Year Plan to End Chronic Homelessness.

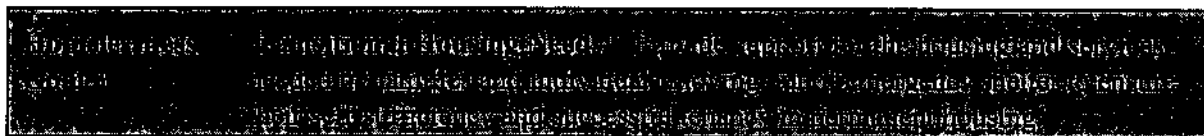
The Urban Development Department supports the development of a local 10-year plan to end chronic homelessness. Planning to end homelessness - not to manage or maintain - is new. This planning process will offer new resources, new collaborations, and new energy to create solutions.

Urban Development staff will play a lead role in the writing and creation of a 10-year plan in collaboration with the Continuum of Care Ending Chronic Homeless Subcommittee, the Community Services Implementation project, and through participation with other relevant stakeholders.

Strategy 1 Support agencies providing emergency shelter and services to the homeless, with special attention to programs that encourage the efficient use of existing resources through partnership and collaboration.

Activity/Program	Description	Goals	Budget	Sources
To be determined	Emergency shelter and services.	To be determined	To be determined	To be determined

To be determined	Assistance for operations of shelter, which also provides food, showers, information and referral, and case management for homeless and near homeless persons. Goals pertain to case management services only.	To be determined	To be determined	To be determined
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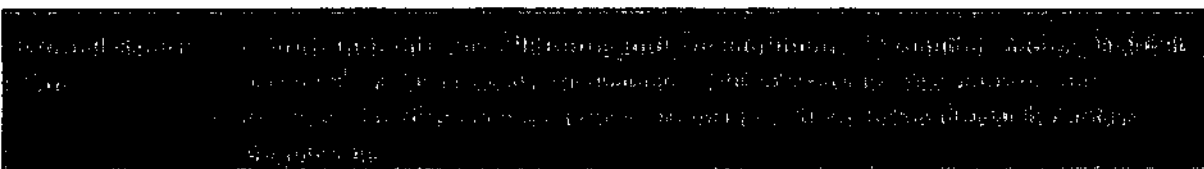


Strategy 1 Support existing transitional housing programs.

To be determined

Strategy 2 Work with homeless service providers to facilitate the development of transitional housing programs to address the specific needs of critically under-served homeless sub-groups.

Urban Development staff will continue to work with the Continuum of Care Planning and Evaluation Committee, a group of homeless service providers who meet monthly to work on ways to improve the delivery of services to homeless populations. Activities of this group include identification/evaluation of gaps in services provided, a homeless population count, determining funding priorities, administering a colleague feedback survey among homeless service providers, and developing the City's application for Supportive Housing Program funding from HUD.



Strategy 1 Work toward implementation of a computer system that will provide statistically accurate information on the size and characteristics of the City's homeless and near homeless populations, maintain centralized management of information on the City's homeless populations, and improve coordination of service delivery to homeless and near homeless clients by multiple agencies, and the assessment and case management of clients at the agency level.

Activity/Program	Description	Goals	Budget	Sources
Community Services Management Information System (CSMIS)	Implementation of a data tracking program to provide accurate information on the number of individuals served. The CSMIS will assist agencies in developing unduplicated counts of individuals served, as well as providing shared case management data for some clients.	3	To be determined	To be determined

Strategy 2 Work with the Continuum of Care Planning and Evaluation Committee and the Lincoln Homeless Coalition to develop and improve partnerships and collaborative efforts, and to increase public awareness of homelessness in Lincoln and involvement in the Continuum of Care.

The Urban Development Department acts as the lead entity for the City's Continuum of Care and will continue its work to improve communication with and between homeless service providers. The Urban Development Department is a member of the City's Homeless Coalition, and staff reports monthly to the Coalition on HUD and/or city homeless initiatives. An important aspect of the development of the Continuum of Care is improved coordination and partnerships between service providers.

Strategy 3 Work with funding agencies to develop a resource allocation and funding plan that accurately identifies existing fund sources and gaps and program time frames, so that budgetary and programmatic changes at the local, state and federal levels can be managed without a loss of service.

In FY 2004, the Urban Development Department, with assistance from the Continuum of Care Committee of the Community Development Task Force, will again have responsibility for allocating ESG funds and Nebraska Homeless Shelter Assistance Trust Fund dollars. All agencies receiving ESG funds have met match requirements. Examples of match funding sources include: Lincoln/Lancaster Joint Budget Committee, Private Donations, and Nebraska Department of Health and Human Services.

The committee will again use representatives from local foundations, the Joint Budget Committee, the State Department of Health and Human Services, and other funders.

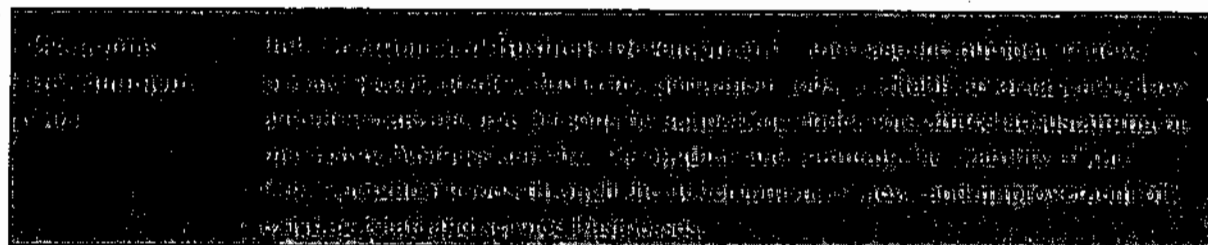
Strategy 4 Assess the need for providing supportive services (i.e., case management) to families or individuals in permanent affordable housing developments/projects, to help them maintain/attain self-sufficiency.

To be determined

Strategy 5 Identify and engage, wherever possible, "mainstream" housing and service resources (i.e., job training, case management, mental health treatment, medical care, life skills training, etc.) for assistance to homeless populations.

To be determined

ECONOMIC DEVELOPMENT



Strategy 1 Provide direct financial assistance to new or existing business enterprises to create or retain jobs, emphasizing businesses creating positions which pay a living wage.

Activity/program	Description	Goals	Budget	Sources
Job Creation/Retention Loan Program	Loan and loan guarantees for businesses which provide job creation opportunities. Maximum of \$20,000 per FTE job created and no more than ½ of overall project costs. 51% of jobs created must go to low-to-moderate income persons. Rates and terms may vary.	20 (FTE) jobs 11 in NRSA	\$213,880 \$228,000 \$600,000	FY 2004 CDBG CDBG prior yr Private
ED Program Administration	Administration and staff for all CDBG funded Economic Development (ED) programs (.7 FTEs)	See description	\$59,786	FY 2004 CDBG

Strategy 2 Support creation of business by low-income entrepreneurs.

Activity/program	Description	Goals	Budget	Sources
Community Development Resources of Lincoln	Operational support for small business development loan program through certified Community Development Financial Institution (CDFI). Loans range from \$1,000-\$100,000. Fund capitalized by local lenders and CDBG. Additional operating support provided by Microenterprise Partnership Fund. Rates and terms may vary.	44 loans 67 Jobs Created/Retained 28 NxLevel Trainees 180 Technical Assistance	\$40,000 \$5,000 \$30,000 \$107,000	FY 2004 CDBG CDBG prior yr Microenterprise Partnership Fund Private

Strategy 3 Develop an ongoing marketing strategy for promoting the City's Economic Development loan programs.

In FY 2004, the Urban Development Department will continue to develop new promotional materials and revise application and review processes for the City's CDBG-funded economic development loan programs.

Strategy 4 Increase the City's economic development capacity by supporting a unified organizational structure to represent Lincoln's economic development concerns.

Activity/program	Description	Goals	Budget	Sources
Lincoln Partnership for Economic Development (LPED)	LPED is a community-based, public-private, permanent venture to provide strategic, focused direction for Lincoln's economic development activities. LPED works to promote business, develop industrial opportunities, and encourage economic advancement.	NA	\$250,000 \$675,000	City Private

Strategy 5 Explore the development of a Community Development Financial Institution (CDFI) to service economic development needs in the NRSA.

Activity/program	Description	Goals	Budget	Sources
Community Development Resources CDFI Fund	Small business development loans through certified CDFI Loans range from \$1,000-\$100,000. Fund capitalized by local lenders and CDBG. Additional operating support provided by Microenterprise Partnership Fund. Rates and terms vary.	5 FTEs	\$50,000 \$300,000	FY 2004 CDBG Private

Strategy 6 Provide financing for the rehabilitation of older commercial buildings.

Activity/program	Description	Goals	Budget	Sources
Facade Improvement Program	Loans up to \$25,000 per primary facade (\$50,000 for corner buildings) on commercial buildings in older, blighted commercial areas. Rates and terms vary.	4 buildings (2 in NRSA)	\$88,869 \$92,700 \$200,000	FY 2004 CDBG CDBG prior yr Private

Strategy 7 Provide financial and technical assistance to retail or service businesses in low-to-moderate income neighborhoods which provide needed goods and services to neighborhood residents.

Activity/program	Description	Goals	Budget	Sources
Neighborhood Business Assistance Program	Loans to businesses located in the NRSA which provide goods or services to area residents. Assistance at \$350 per low-to-moderate income resident or up to \$20,000 per job created. Rate and terms vary.	1 business	\$50,000 \$50,000 \$100,000	FY 2004 CDBG CDBG prior yr Private

Strategy 1 Increase job readiness of low-income persons, including youth.

Activity/Program	Description	Goals	Budget	Sources
Workforce Investment Act (WIA) One Stop Career Center	Employment services for low-income adults (inc. older workers), youth, and dislocated workers, including assessment, classroom training, pre-employment skills, work experience, and on-the-job training.	300 persons	\$113,595 \$20,000 \$502,690 \$97,488 \$111,168	FY 2004 CDBG CDBG prior yr WIA City Partner Rent Income

Strategy 2 Identify the workforce needs of local business and industry and on-the-job training and support systems needs (i.e., childcare, transportation, etc.) of potential employees, and encourage employers to interview and hire low-to-moderate income persons.

Activity/Program	Description	Goals	Budget	Sources
Workforce Investment Act (WIA) Board Support	Oversight of activities of 57 person WIA board to coordinate activities of 19 partner agencies in WIA One Stop Career Center.	See description	\$84,401	City

NEIGHBORHOOD REVITALIZATION

Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization
Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization
Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization
Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization	Neighborhood Revitalization

Strategy 1 **Implement public improvements projects identified in the action plans for designated neighborhood revitalization target/focus areas located in parts of the following neighborhoods: Downtown, Everett, Malone, Near South, South Salt Creek, Clinton, Woods Park, and North Bottoms, and in other blighted areas, including the NRSA.**

Activity/Program	Description	Goals	Budget	Sources
Public Improvements in Selected Target/Focus Areas	Implementation of public improvements identified in target/focus area plans. Examples: sidewalks, Capitol Environs, commercial area improvements.	2 projects	\$75,000 \$69,900	FY 2004 CDBG CDBG prior yr
Vine Street Revitalization	Revitalization of Vine Street between 22 nd and 27 th Streets. Construction of infrastructure improvements, including streetscape amenities.	1 project	\$2,750,000	Public Works and Utilities
South Street Revitalization	Revitalization of South Street between 8 th and 18 th . Construction of infrastructure improvements including streetscape amenities.	1 project	\$100,000 \$1,115,000	FY 2004 CDBG Public Works and Utilities

Strategy 2 **Provide financing for the redevelopment of older commercial areas, including Downtown.**

Activity/Program	Description	Goals	Budget	Sources
Redevelopment Activities	Funding for the revitalization of older commercial centers to leverage private sector investment. To be considered for these funds, a project must: have the support of a neighborhood or business association, have a measurable economic gain, enhance or complement other Urban Development Department or City public improvement projects or activities, and must demonstrate clear benefit to low-to-moderate income areas or address the elimination of slums and blight.	1 project	\$2,954 \$40,000	CDBG prior yr City

Activity/Program	Description	Goals	Budget	Sources
North 27 th Street Redevelopment	Revitalization of North 27 th Street between "N" and Fair Streets. Includes acquisition of property (land assembly), site improvements for redevelopment purposes, and infrastructure improvements, including streetscape amenities.	2 projects	\$561,000 \$3,000,000	Public (TIF) Private
Havelock Redevelopment	Revitalization of Havelock Avenue and side street amenities between Touzalin and 65 th Street. Includes site improvements for redevelopment purposes and infrastructure improvements.	2 projects	\$133,000	Public (TIF)
University Place Redevelopment	Revitalization of 48 th Street between Leighton and Adams Street. Includes site improvements for redevelopment purposes and infrastructure improvements including streetscape amenities. Also includes implementation of the N. 48 th Street/ University Place Plan.	2 projects	\$987,000	Public (TIF)

Strategy 3 Assist low-income homeowners in paying for special assessments on City Council-approved paving districts.

Activity/Program	Description	Goals	Budget	Sources
Special Assessments Paving Program	Assistance to pay special assessments for very low-income homeowners on City Council-approved street paving and repaving projects.	6 households	\$20,000	FY 2004 CDBG

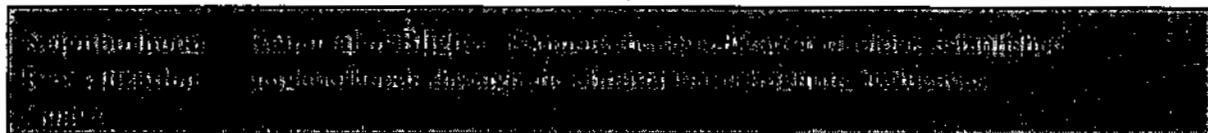
Urban Development staff will work with neighborhood associations in affected areas to ensure better understanding of residential property owners' eligibility under this Assessment Assistance Program.

Strategy 4 Promote the revitalization of Downtown Lincoln, including the Haymarket, as a way to strengthen surrounding neighborhoods.

Activity/Program	Description	Goals	Budget	Sources
Downtown Redevelopment Activities	Includes 8 th Street streetscape project. Redevelopment of 8 th and "P" and 13 th and "P" properties. Assist in preparation of Downtown Master Plan.	See description	\$2,200,000 \$20,000,000	TIF and land sale proceeds Private

Strategy 5 Promote increased infrastructure investment and capital improvements within the NRSA.

Activity/Program	Description	Goals	Budget	Sources
Improve parks located within LMI neighborhoods	Construction of park infrastructure. Examples: playgrounds and play areas, sidewalks and trails, picnic tables, trash receptacles, bike racks, shelters and restrooms.	2 projects	\$25,000	FY 2004 CDBG



Strategy 1 Provide financing for the removal of dangerous and substandard secondary structures and dead trees on private property in the NRSA.

Activity/Program	Description	Goals	Budget	Sources
Tree Management Program	Grants up to \$1,500 to low-income property owners for the trimming of dead branches or removal of dead trees on private property in NRSA.	5 households	\$2,500	CDBG prior yr
Activity/Program	Description	Goals	Budget	Sources
Demolition of Secondary Structures	Grant up to \$1,500 for the removal of substandard and dangerous structures.	2 households	\$2,500	CDBG prior yr

Strategy 2 Promote older neighborhoods as attractive and desirable places to live.

Activity/Program	Description	Goals	Budget	Sources
"Heart of Lincoln" Project	Project to increase homeownership and neighborhood pride in older areas. Activities include development of informational materials, a Tour of Homes, Web site development, awards for exceptional projects, training and recruitment of Realtors® to promote older areas.	See description	\$20,000	CDBG prior yr

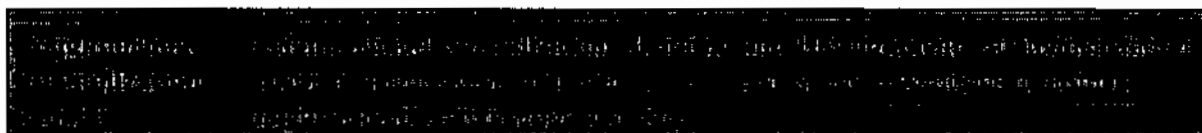
The Urban Development Department has designated Neighborhoods, Inc. a Community Based Development Organization (CBDO). A neighborhood revitalization project to be carried out by Neighborhoods, Inc. is the "Heart of Lincoln Project". This project promotes Lincoln's older neighborhoods as attractive and desirable places to live.

Strategy 3 Begin Antelope Valley Community Revitalization projects identified in the Antelope Valley Community Revitalization Plan and implement closer-to-home strategies.

Activity/Program	Description	Goals	Budget	Sources
Antelope Valley Community Revitalization Project	Implementation of projects identified in the Antelope Valley Community Revitalization Plan. Including acquisition of property and site improvements for redevelopment purposes.	See description	\$62,000 \$7,197,000 \$1,750,000	CDBG prior yr Public (TIF) and land sale proceeds City
House Preservation and Infill Program	Program to assist single family property owners in moving their property to a new site in the neighborhood.	Move and rehab 3 historic houses; acquire and demolish 4 additional sites for relocation	\$83,600 \$150,000 Also included in Housing, Section III	City Private Also included in Housing, Section III

The City will continue the Tool-Lending Library, for use by neighborhoods for annual neighborhood clean-ups and self-help projects, administered by City Parks and Recreation Department.

The Housing Preservation and Infill Program was developed in FY 2002 to begin implementation in FY 2003. It is in response to a pledge by the three partners (City of Lincoln, University of Nebraska-Lincoln, and the Lower Platte South Natural Resources District) to assist interested residential property owners in moving their residential structures to a new site. The program includes the moving and rehabilitation of three historic houses (known as the "triplets") identified in the Environmental Impact Statement (EIS). The program also includes demolishing four substandard/dilapidated structures for use as relocation sites for existing houses.



Strategy 1 Continue Urban Development Department involvement in the City's Problem Resolution Team (PRT).

Urban Development staff serve on the PRT and on a PRT Subcommittee. This subcommittee meets monthly to review cases and identify policy issues to take to the full PRT.

Strategy 2 Continue assisting Neighborhoods Inc. and the Downtown Lincoln Association to carry out commercial and neighborhood revitalization in the Antelope Valley Area.

Strategy 3 Continue involvement in the Focus Area Concept Team (FACTeam), reestablished in FY 2000 during development of the North Bottoms and University Place Focus Area Plans, with renewed emphasis on the Near South focus Area.

Strategy 4 Begin implementation of the N. 48th Street/University Place Plan, incorporating the neighborhood focus area plan. Work with the implementation committee to identify and prioritize projects, and identify funding alternatives. See also Goal 1, Strategy 2, University Place Redevelopment.

- Strategy 5** **Support the development of an ordinance or code prohibiting upholstered furniture on porches or anywhere outdoors that is visible from the public right-of-way.**
- Strategy 6** **Explore the implementation of property tax abatement and tax credit policy for improved properties in the NRSA to encourage privately financed rehabilitation of housing and deconversion of single-family dwellings converted to multiples.**
- Strategy 7** **Explore the implementation of a Housing Rehabilitation Code with standards that would reduce the cost of rehabilitation and deconversion.**
- Strategy 8** **Amend zoning to provide for an equitable distribution of congregate living facilities throughout the city.**

Urban Development Department staff will work with NRSA neighborhoods, and other City departments, particularly the Planning Department, to review the zoning code and revise, if necessary, congregate living facility zoning policies to ensure that such facilities are distributed on an equitable basis throughout the city.

- Strategy 9** **Support revisions to commercial zoning districts in older neighborhoods (typically B1 and B3) that promote and protect neighborhood character. Areas to examine should include screening, lighting, signage, set backs, noise, and permitted uses.**
- Strategy 10** **Establish and enforce exterior maintenance standards for non-residential structures and explore the implementation of screening requirements for commercial and industrial uses adjacent to residential areas within the city.**
- Strategy 11** **Establish a mechanism to coordinate the City's Capital Improvements Program with neighborhood revitalization activities. Includes continued work with other City departments, primarily Public Works and Utilities, to improve infrastructure in older neighborhoods and ensure that the City's core receives its "fair share" of infrastructure dollars.**
- Strategy 12** **Develop a master agreement with Neighborhoods, Inc. for neighborhood revitalization activities including Antelope Valley projects, Homebuyer Training, the Troubled Property Program, Community Housing Development Organization (CHDO) projects and Community Based Development Organization (CBDO) projects. This agreement is intended to formalize the working relationship between the City and Neighborhoods, Inc. for neighborhood revitalization efforts.**
- Strategy 13** **Urban Development staff will work with neighborhood organizations and other City departments, particularly City Parks and Recreation, to review proposed development and improvement of public park areas to ensure that such facilities are developed and improved in manners that promote and protect neighborhood character.**

COMMUNITY SERVICES AND FACILITIES

Community	Urban Development	Community Services and Facilities	Community Services and Facilities
Urban Development	Urban Development	Urban Development	Urban Development
Community Services and Facilities	Community Services and Facilities	Community Services and Facilities	Community Services and Facilities

Urban Development will not fund the Community Services and Facilities programs this fiscal year, due to CDBG funding cuts and the high administrative costs associated with the grants. Urban Development will assist local human service agencies in identifying sources of funding at regularly attended meetings with human service agencies to help meet this goal. We will continue to provide technical support and information in their grant writing efforts.

If funding becomes available, Urban Development will consider supporting prioritized community service or facility improvements.

Strategy 1 Improve the ability of local human service agencies to provide services to low-income populations by assisting with program costs.

Strategy 2 Create and support a coordinated system of case management services that assist households in becoming self sufficient.

Activity/Program	Description	Goals	Budget	Sources
CSMIS	Implementation at agency level of information and referral, client tracking and data management computer software. included under Continuum of Care.	See description	Included in Continuum of Care	Included in Continuum of Care

Community	Urban Development	Community Services and Facilities	Community Services and Facilities
Urban Development	Urban Development	Urban Development	Urban Development
Community Services and Facilities	Community Services and Facilities	Community Services and Facilities	Community Services and Facilities

Strategy 1 Improve ability of local human service agencies to provide services to low-income populations by assisting with improvements/repairs to facilities, emphasizing energy efficiency, ADA, and improvements to correct code deficiencies.

PROGRAM ADMINISTRATION, PLANNING, AND CAPACITY BUILDING

Activity/Program	Description	Goals	Budget	Sources
General Program Administration	Staffing (1.3 FTEs) for general CDBG program admin, plus overhead for administration and community development division.	See description	\$146,056	FY 2004 CDBG
Community Development Staffing	Staffing (5.6 FTEs) for implementation of City's community development strategy, including focus area activities, planning and technical assistance to neighborhoods.	See description	\$370,018	FY 2004 CDBG

Activity/Program	Description	Goals	Budget	Sources
Community Development Staffing	Staffing (5.6 FTEs) for implementation of City's community development strategy, including focus area activities, planning and technical assistance to neighborhoods.	See description	\$370,018	FY 2004 CDBG

Strategy 1 Provide for the overall administration of federal programs in compliance with federal regulations.

General grant administration activities includes preparation and management of annual operating and programmatic budgets, including allocation of personnel and overhead costs, analysis of past and current year performance and expenditures in all program areas (i.e., housing rehabilitation and home ownership, economic development, community services, public improvements, etc.), oversight of revenues, "timeliness" of expenditures, and coordination and utilization of HUD's IDIS system for reporting and fund drawdowns.

Strategy 2 Ensure the proper use of federal funds through monitoring and oversight of subrecipients and borrowers.

Program/project monitoring ensures that the City and its subrecipients (or borrowers) meet performance objectives within schedule and budget. Most importantly, it provides documentation of the City's compliance with program (CDBG, HOME, ESG, and ADDI) objectives, rules and regulations. A critical part of the City's monitoring system is an assessment of each subrecipient or borrower to identify high risk agencies that require more extensive oversight and monitoring. Agencies identified as high risk include those who are new to the program, are experiencing turnover in key staff positions, have been plagued by past compliance or performance problems, are undertaking multiple funding activities for the first time, or are not submitting timely reports. These agencies are provided with regular on-site visits and desk-top reviews. At a minimum, each subrecipient or borrower receives a desk-top review and at least one on-site visit per year.

A standardized procedure for review and monitoring has been established, and monitoring manuals prepared, utilizing monitoring tools developed for CDBG, HOME ESG, and ADDI programs. Areas addressed include the following: 1. Project or Program Status; 2. Program Benefit; 3. Fair Housing/Equal Opportunity; 4. Consistency of Records; and 5. Financial Accountability. Desk-top reviews involve examining progress reports, compliance reports and financial information. On-site monitoring visits are performed to determine adequate control over program and financial performance and to verify proper records are maintained. On-site visits involve examining beneficiary documentation, audit reports, accounting records, invoices, payroll documentation, and timesheets.

The Program Monitor also works with subrecipients and borrowers to ensure compliance with all Federal rules and regulations. Occupancy reports submitted for assisted housing projects are examined to determine compliance with affordability and tenant eligibility. Interviews with contractor employees are conducted and certified payrolls are examined to ensure compliance with Fair Labor Standards and Davis-Bacon wage requirements.

Strategy 1 Maximize the use of Geographic Information System (GIS) activities to document neighborhood needs and conditions and monitor change and program effectiveness.

Utilizing the City's Geographic Information System (GIS), Urban Development Department staff will continue research on indicators of neighborhood change. The Urban Development Department will continue GIS analysis of 2000 Census Data. Another analysis will focus on community reinvestment in older areas using mortgage and home improvement lending data (HMDA).

Strategy 2 Complete the Consolidated Plan for FY 2005 - 2009 for HUD Entitlement Programs

Throughout FY 2004, Urban Development staff, with assistance from the Community Development Task Force, will complete the new *Consolidated Plan*. A public involvement process will be developed to obtain input on all elements to be included in the plan. Extensive use of GIS analysis will assist staff in development of the plan.

Strategy 1 Provide opportunities for leadership training to enable and encourage neighborhood residents to assume a greater role in building their neighborhood, impacting public policy, and becoming involved in the entire community.

Activity/program	Description	Goals	Budget	Sources
Leadership Development Program	Continuation of a local leadership development program to assist low- and moderate-income neighborhoods to maximize participation in activities designed to enhance the neighborhood.	150 participants	\$20,000	Private funds

Urban Development staff will work with Community Learning Centers, Neighborhood's, Inc., the Heartland Center for Leadership Development, and the University of Nebraska-Lincoln COPC staff to design curriculum and coordinate leadership development activities.

Strategy 1 Support, improve, or establish procedures and mechanisms that inform the public and maximize public participation in the community development process.

Urban Development Department staff will continue their efforts to inform Lincoln residents, particularly those living in older areas, about the City's Housing, Economic Development, Continuum of Care (Homeless), and Community Development programs, and the process by which the City's community development strategy is developed and implemented. This will be accomplished with the following:

1. Preparation, publication, and distribution of the *FY 2004 Annual Action Plan: One Year Use of Funds* and *FY 2003 Consolidated Annual Performance and Evaluation Report (CAPER)*.
2. Continued support for activities of the **Community Development Task Force**, with an emphasis on increased participation into program/project planning and development by task force members.
3. Preparation, publication and distribution of *The Urban Page*, a quarterly newsletter that serves as a major communication tool to keep the community informed on CDBG, HOME, Job Training, Economic Development and redevelopment activities.
4. Continued use of the Internet through the Urban Development Department's **Home Page** on the City's Web site. CD Task Force agendas, minutes, and notices are placed on the home page and the *Consolidated Plan 2000 Executive Summary*, the *Citizen's Guide to Lincoln's Housing and Community Development Programs*, and the *CAPER Executive Summary* can also be accessed on the Home Page. Urban Development's staff also is responsible for meeting minutes transferred to the City Web page and maintenance of Mayor's Neighborhood Roundtable link.
5. **Broadcasting of two CD Task Force panel discussions** each year on Channel 5, the City's government access cable channel which is replayed for several weeks afterward and can be viewed at any time on the Web site. This raises the visibility of the Task Force's activities and role in the community development process, and will hopefully increase public interest and participation in the process. The two panel discussions which will be televised will occur at the time of and for several weeks following the public hearings on the *Action Plan* and the *CAPER* during which time public comment will be invited.

Strategy 2 Continue development and distribution of user friendly informational materials that promote the City's Housing, Economic Development, and Revitalization Programs.

Urban Development Department staff will regularly review and revise existing program brochures and update as needed (change in income guidelines, program guidelines, etc.). This includes updating of brochures or specialized information for targeted non-English speaking groups. New program materials will be developed as needed (i.e., specialized focus area fliers, loan brochures for new programs, etc.).

Strategy 3 As requested, provide information that assists private citizens and organizations and government leaders and staff in community development activities.

The Urban Development Department staff will continue its work in providing a variety of information to the public and to government leaders and city staff.

Strategy 4 Continue support for the Mayor's Neighborhood Roundtable.

Created in 1984, the Mayor's Neighborhood Roundtable meets monthly and offers a support system and networking opportunities between neighborhoods and City Government. The Roundtable averages monthly attendance of over 45 and discusses a wide range of topics of importance to neighborhoods. The Roundtable is staffed by the Urban Development Department. Responsibilities include assisting the Roundtable chair with development of meeting agendas, distribution (mailing) of meeting materials, and preparation of meeting minutes.

Strategy 1 Carry out ongoing analyses and refinements to the City's Analysis of Impediments (AI) to Fair Housing.

In FY 2002, the City began a process called the Affordable Housing Needs Analysis (AHNA). The Department requested the participation of 150 stakeholders in affordable housing in four stakeholder groups: Homeownership Professionals, Rental Housing Professionals, Equal Access to Affordable Housing, and Neighborhood Affordable Housing Issues. Urban Development held five meetings, one for each stakeholder group and a steering committee, approximately every other month throughout FY 2002 and early FY 2003. The AHNA was completed in FY 2003; however, information from AHNA stakeholder meetings and other data analysis will be used as the basis for the Analysis of Impediments to Fair Housing and *Consolidated Plan* in FY 2004.

Strategy 2 Enhance monitoring of Fair Housing indicators, including compliance with Section 504 regulations Fair Housing design standards and Community Reinvestment Act lending requirements.

Activity/Program	Description	Goals	Budget	Sources
Section 504 Monitoring	Urban Development Staff will work with the City's Section 504 Compliance Office to receive updates and assist in ensuring that fair housing design standards are met in the new construction and substantial rehabilitation of residential units.	See description	Included in CD Staffing	Included in CD Staffing
Home Mortgage Disclosure Act Data Analysis	Continue analysis of annual HMDA data to determine if lending institutions are meeting their Community Reinvestment Act requirements. Develop a HMDA database tied to Census and other CRA data.	See description	Included in CD Staffing	Included in CD Staffing

Strategy 3 Increase public awareness (for both consumers and providers) of fair housing law.

Activity/Program	Description	Goals	Budget	Sources
Fair Housing Activities	With the Lincoln Commission on Human Rights, Fair Housing Working Group and other Fair Housing partners, the Urban Development Department will continue to implement a strategic plan to provide public information and education on fair housing issues, including fair lending.	See description	Included in CD Staffing	Included in CD Staffing

Strategy 4 Ensure the City's compliance with Federal Fair Housing law through regular review and, as needed, amendments to Title 11 of the Lincoln Municipal Code (Equal Opportunity Ordinance).

Ongoing compliance with Federal Fair Housing law will be achieved through regular review of Title 11 of the Lincoln Municipal Code (Equal Opportunity Ordinance) in partnership with the Lincoln Commission on Human Rights. When findings of noncompliance are made, the City Attorney's Office will be notified and an amendment to the Ordinance will be requested.

Strategy 5 Improve participation in the City's affordable housing programs by underserved populations

Activity/Program	Description	Goals	Budget	Sources
Fair Housing Marketing Requirements	All City loan recipients of tenant occupied properties must certify their compliance with Fair Housing policy and Marketing Requirements through a signed Statement of Affirmative Marketing. By signing this statement the loan recipient agrees to adhere to all laws which prohibit discrimination in housing and to market and rent units an affirmative manner.	See description	Included in CD Staffing	Included in CD Staffing
Affirmative Marketing Plan for Programs	Continue to implement minority marketing plan to encourage participation by racial and ethnic minorities in housing programs and community development activities.	See description	Included in CD Staffing	Included in CD Staffing

Urban Development Staff will continue to develop a basic financial skills training program to remove barriers to homeownership. The Department will continue to work with Neighborhoods, Inc., Lincoln Action Program, Realtors® Affordable Housing Group, and local banks to provide basic financial skills training programs in English, Spanish, Vietnamese, and other languages. This training will help to prepare those lacking basic financial skills to access other programs including First-Time Homebuyer and Individual Development Accounts.

ACRONYMS

ADA	Americans with Disabilities Act
ADDI	American Dream Downpayment Initiative
AHNA	Affordable Housing Needs Analysis
AHTF	Affordable Housing Trust Fund
AI	Analysis of Impediments
CAPER	Consolidated Annual Performance and Evaluation Report
CBDO	Community Based Development Organization
CDBG	Community Development Block Grant
CDFI	Community Development Financial Institution
CHDO	Community Housing Development Organization
CLC	Community Learning Center
COPC	Community Outreach Partnership Center
CRA	Community Reinvestment Act
CSMIS	Community Services Management Information System
DED	Department of Economic Development
ED	Economic Development
EIS	Environmental Impact Statement
ESG	Emergency Shelter Grant
FACTeam	Focus Area Concept Team
FTE	Full-time Equivalent
FY	Fiscal Year
GIS	Geographic Information System
HBAL	Homebuilders Association of Lincoln
HILP	Home Improvement Loan Program
HMDA	Home Mortgage Disclosure Act

HOME	HOME Investment Partnership Act
HSATF	Homeless Shelter Assistance Trust Fund
HUD	Housing and Urban Development
IDIS	Integrated Dispersement and Information System
LHA	Lincoln Housing Authority
LMI	Low-to-Moderate Income
LPED	Lincoln Partnership for Economic Development
NAHTF	Nebraska Affordable Housing Trust Fund
NIFA	Nebraska Investment Finance Authority
NRSA	Neighborhood Revitalization Strategy Area
PRT	Problem Resolution Team
QOL	Quality of Life
SHP	Supportive Housing Program
SNACs	School Neighborhood Advisory Council
TBRA	Tenet-Based Rental Assistance
TIF	Tax Increment Financing
WIA	Workforce Investment Act